

Standards

Operational

Marketing and Programming Standards

Meet customer expectations by providing quality facilities, programs, products, and services, while meeting financial goals.

1. Develop an annual Marketing Objective Plan (MOP) designed to segment your potential market into target groups and describe strategies for improving use by those target groups.

NOTE: Where available, use CORPORATE PRISM to determine methods of achieving marketing goal.

2. Develop an annual Management Action Plan (MAP) which describes the monthly events designed to achieve the market objectives established in the MOP. The MAP should feature at least one major and one minor promotion in food and beverage operations per month and at least one major membership program per month.

NOTE: Refer to HQ AFSVA Operational Guides # PEV-004 and PEV-005 when developing your MOP and MAP.

3. Conduct an annual membership drive. Use the results of focus group meetings to develop membership programs. Schedule and conduct membership appreciation events.
4. All signage and advertising must be professionally prepared and presented. Handwritten signs are unacceptable in Air Force clubs.
5. Use the club's advisory committee inputs as a management tool to help determine programs. Committee members are an excellent source to help relay information about club events.

Catering and Core Menu Standards

“Club Information Catering To You” is an integral part of the standard Air Force Catering brochure. The brochure is one element of the catering standardization initiative, and its use is mandatory in all clubs.

1. 80/20 compliance: At least 80 % of all club menus must consist of the Air Force Core Menu recipes. In the interest of quality and consistency, if you have not achieved the 80% mark, you should be diligently working towards compliance.
 - a. If you are using Signature items (items using the Core Menu name and description), it is considered one core recipe and must be produced and presented exactly as outlined in the core menu handbook to include all related sub recipes.

- b. When using non-signature items, buffets or combination packages, individual recipes including sub-recipes are counted. Compliance is measured in both the catering and dining room operations.
- 2. The club manager is responsible for the economic and efficient operation of club facilities and activities. You must use your Club Manager's Catering checklist to perform a self-inspection at least twice a year.
- 3. The AF Catering logo must be used on all catering correspondence to customers.
- 4. Members are exempt from paying a deposit for personal functions.
- 5. Members are exempt from paying a room-use fee for a personal function.
- 6. Members may borrow daily use china, linen, flatware, and other items, at no charge, when in excess of club needs.
- 7. All party contracts are signed by the club member/sponsor, and payment for functions must be received within 48 hours of the event.
- 8. Pro-rata forms may be used to prorate and charge individual club member accounts. The member must sign beside their club card number. Pro-rata forms must be turned in to the club before the function, or by 1000 hours on the next workday after the function.
- 9. Payment guarantees for a function must be between 95% and 100%, and all clubs on a base should maintain the same standard.
- 10. Service charges should not exceed 20% for all in-house parties.
- 11. There is no service charge for items ordered for take out and pay-as-you-go bar sales.
- 12. All clubs on the same base should maintain the same service charge.

Financial Standards

MVP – (Member Value Pricing) The Chief of Staff approved a policy of *no exceptions* for those who are eligible to join the clubs, but have chosen not to belong. Those who are eligible to join must choose between two alternatives. They can either pay for the club by the month (through their club dues), or they can pay for the club by the meal (through the surcharge on member value price). The surcharge does not apply to those who are not eligible to join, when they are guests of an authorized member or when they are participating in one of the authorized community events. (However, the surcharge does apply to all those who accompany eligible nonmembers; only members have guest privileges.

Develop and monitor financial plans and budgets consistent with Category C funding rules. The primary focus is earning sufficient net income adjusted for depreciation (NIAD) to meet locally established financial goals.

1. The club should make a sufficient NIAD (2-6%) to contribute to the capital needs of the base Services program.
2. Administrative cost of labor (COL) should not exceed 18% of overall operating income.
3. Total entertainment expense should not exceed 10% of overall operating income.
4. Net income from bingo operations should not be less than 20% of bingo sales and revenue.
5. Net income from bulk sales operations should not be less than 10 % of item and revenue.
6. The cost of sales (COS) in the dining room should be 35 - 45% and the COL should be 40 - 45% with the combined total being no more than 90%.
7. The COS for snack bars should be 30 - 40% and the COL should be 30 - 35% with the combined total being no more than 75%.
8. The COS in bar operations should be 25 - 30% and COL 20 - 30% with the combined total being no more than 60%.
9. The minimum average guest check for dining room service should be:
 - \$3.50 per customer for breakfast
 - \$4.75 per customer for lunch
 - \$9.00 per customer for dinner
10. Turn over food and beverage inventory a minimum of once per month (CONUS).
11. Analyze financial performance daily using Aloha Point of Sale ©, Caterease ©, Time Manager © data and Food Trak © reports. Prepare a daily and month-to-date "P & L" analysis.
12. Develop a 5-year plan to project future requirements.
13. Club membership percentage of active duty military should be:
 - Officers membership (CONUS) 70%
 - Officers membership (OCONUS) 85%
 - Enlisted membership (CONUS) 50%
 - Enlisted membership (OCONUS) 80%

NOTE: Consolidated and collocated clubs are measured using the same percentages for officer and enlisted personnel.

14. POS – Clubs must obtain and maintain the Aloha POS (NPA) Maintenance and Support Agreement.

15. Club Works Maintenance Software – Clubs must have on-site access (*in clubs*) to clubs works, and be familiar with its reports.

Training Standards

Conduct basic, recurring, and effective training to provide the highest quality of products and services.

1. Ensure all club employees attend and complete customer service training within 15 days of employment. Training may be conducted using industry produced customer service training materials and films or locally produced training materials. The activity manager or the Services training development coordinator can also provide this training.
2. In addition to established customer service training, provide a method for training new club employees in the area of in-house service and hospitality standards.
3. Develop and maintain a system designed to keep customer service employees' performance at a consistently high level. Ensure ongoing training, communication, reinforcement, performance review, and compensation are included in this system.
4. Ensure that mid-level supervisors are included in your training plans. Provide them in-house as well as external opportunities for sharpening their managerial and technical skills, support HQ training.
5. Encourage membership and participation in related professional associations (i.e., IMCEA, CMAA).

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